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1980**

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DEPARTMENT OF THE ARMY
HEADQUARTERS, USA AVIATION BRIGADE (PROVISIONAL)
APO US Forces 96307

AVBD-C

15 May 1966

SUBJECT: Operational Report of Lessons Learned for 3rd Quarter
FY 1966 (RCS CSGPO-28 (RI))

THRU: Commanding General
U.S. Army Vietnam
ATTN: AVC
APO US Forces 96307

Commanding General
United States Army Pacific
ATTN: GPOP-MH
APO US Forces 96558

TO: Department of the Army
Assistant Chief of Staff for Force Development
Washington D.C. 20310

20th Feb 1967

Section I
Significant Organizational Activities

A. Command.

1. The Brigade CP was established at 106 and 253 Cach Mang, Gia Dinh, Saigon Area on 14 February 1966. Brigadier General G.P. Seneff Jr. was designated Commanding General and was directed by Deputy Commanding General USARV to commence organization of the Headquarters and Headquarters Company for execution of anticipated mission assignment.

2. On 22 February 1966, General Seneff briefed General Engler, Deputy Commanding General, USARV on proposed organization, employment and functions of the Brigade. As the result of this briefing the following decisions were announced:

a. Commanding General, Aviation Brigade will also function as USARV Aviation Officer.

b. The Brigade will exercise command less operational control over subordinate aviation groups. Operational control has been specifically withheld by COMUSMACV.

FOR OT UT
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c. Rating and indorsing for officer efficiency reports for group commanders will include supported Field Force Vietnam Headquarters and the Brigade Commanding General respectively.

d. The decision as to whether or not the 34th General Support Group (AMC) would be assigned to the Brigade, would be deferred to a later date.

3. Headquarters and Headquarters US Army Aviation Brigade was activated provisionally on 1 March 1966, by GO 1313, Headquarters, USARV (see annex 1). The 12th and 17th Aviation Groups, with assigned and attached units were placed under command of the Brigade effective the same date. GO 1313 was amended by GO 1690 to exclude the mission of control from the Brigade mission (see annex 2).

4. Brigade Headquarters strength on 1 March 1966 was 7 officers and 15 enlisted men.

5. During the month of March the newly formed staff visited subordinate groups and battalions, began to prepare standardized aviation tactics and techniques doctrine for the Brigade, participated in force development planning and preparation of an aviation unit deployment schedule.

6. The Brigade received a letter of instructions from USARV (see annex 3), establishing responsibilities, command relationships, providing guidance and prescribing terms of reference applicable to operations and functions of the Brigade.

7. In March and again in April the Brigade held a one day commander's conference for group, battalion and separate company commanders. At these conferences the commanders discussed problems and received guidance and policy from the Commanding General of the Brigade (see annex 4&5). These conferences will be held regularly in the future on a monthly basis.

8. The Brigade assumed operational control of the 125th Air Traffic Control Company on 28 March 1966, in accordance with GO 1982, USARV (see annex 6).

9. On 31 April 1966 the Brigade Headquarters strength was 28 officers, 3 warrant officers and 61 enlisted men.

10. Distinguished visitors received and briefed during the reporting period included:

Major General John Norton
Brigadier General Hal C Pattison
Brigadier General John M Wright
Brigadier General Frank O Miller
Brigadier General Charles M Mount

3. A draft Brigade Airmobile Operations Manual was prepared and distributed to Brigade units and their supported units for comment. This manual in its final form will provide standardized tactical doctrine, techniques and terminology among Brigade units and serve as a reference for both aviation and supported units in the planning and conduct of airmobile operations in Vietnam.

4. This Headquarters directed each aviation group to conduct a 30 day test with one of its aviation companies (AIC) augmented to conform to the following organizational structures.

- a. 60 rated aviators
- b. 23 UH-1D helicopters with crew chiefs
- c. 8 UH-1B armed helicopters with crew chiefs
- d. No change in maintenance personnel and equipment.

The purpose of this test was to determine the feasibility of such an organization to accomplish the following objectives:

(1) To increase the lift capability of the company to more closely conform to US rifle company lift requirements.

(2) To maintain an 80% mission availability rate without increased authorization for maintenance personnel and equipment.

(3) To decrease the aviator to aircraft ratio from 2.16 to 1.9.

(4) To determine, with allocated resources, the optimum organizational structure for such a unit.

The test was successfully completed by both groups with the result that objectives a. through c. above were attained and are feasible. Objective d. above was also attained with the recommended structure to consist of three lift platoons of six mission ready aircraft each and an armed platoon of five mission ready aircraft. Final results, conclusions and recommendations were still being staffed at the close of the reporting period.

5. The S-3 plans officers was appointed as a member of an Aviation Brigade/USARV ad hoc committee to determine Army aviation requirements and a proposed stationing plan for aviation units in Vietnam. This plan was still being prepared at the close of the reporting period.

6. This headquarters by direction of Headquarters USARV, prepared and had approved a contingency plan for emergency evacuation of U.S. non-combatants.

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B. Personnel, Administration, Discipline, Law and Order.

1. Morale of the unit has been excellent.
2. One Special Court Martial tried and convicted one of the headquarters security guards for leaving his post without proper authority.

C. Intelligence.

1. The S-2 section received one officer and two NCO's between 1 March and 15 March 1966, and spent the period of time establishing the files and preparing the office to assume the duties of a functional S-2 section.

2. On 15 March 1966 the S-2 assumed responsibility for classified documents and processing security clearances for headquarters personnel.

3. During the period liaison was established with U.S. Army Intelligence Brigade (Prov), 1st MI Battalion (MIBARS), J-2 MACV, 525th MI Group, Capitol Military Region, G-2 USARV and CICV.

4. In March, at the request of COMUSMACV, a joint test was conducted by the Air Force and Army to determine if there is a more efficient means of controlling the O-1 assets in Vietnam to obtain intelligence information. Since this test involved Army aviation assets as well as Air Force assets and would affect the intelligence collection effort, it was closely monitored by the S-2. As a result of this test, the following decisions were made by COMUSMACV:

- a. Each service will continue to control its own O-1 aircraft.
- b. Pilots from either service will fly the other service's aircraft when required.
- c. Each service will provide minor maintenance and servicing for the other service's aircraft when required.
- d. Pilots of each service will be trained to perform the other services missions to include Army O-1 pilots marking targets for air strikes by Air Force tactical aircraft.

D. Operations, Plans and Training.

1. The S-3 Section was formed on 1 March 1966, with the assignment of one officer and one NCO and initially was involved in establishing a file system and preparing the office to become functional as other personnel were received.

2. By 31 April the section had assigned six officers, two NCO's, two clerks and had assumed normal S-3 staff functions.

6
7. A study was conducted to determine the desirability and feasibility of forming a provisional aviation battalion from the separate aviation units in the Saigon area. This battalion would provide command control of these separate units and clarify administrative and logistical channels. This study established the desirability and feasibility. Implementation of the provisional organization was being staffed at Headquarters USARV for a final decision at the close of the reporting period.

8. A proposal was prepared and approved by USARV to reallocate UH-1B/UH-1D resources now in country and those programmed. The proposal was to assign all UH-1D troop carrier aircraft to units whose primary mission is troop lift and to substitute UH-1B aircraft in those units whose mission is not primarily troop lift.

E. Logistics.

1. The Brigade S-4 section's activities initially in this period were focused on securing equipment for the formation of the Brigade Headquarters and acquiring real estate for offices and billets.

2. On 1 April the section became operational and began resolving problems of Brigade units related to equipment shortages and aircraft maintenance and parts problems. Significant activities were as follows:

a. Conducted an initial logistical meeting with all group and battalion S-4 officers. During this meeting the major points for discussion were:

(1) Reequipping aviation companies (airmobile light and airmobile medium) with light weight equipment.

(2) Effectiveness of miniport refueling systems

(3) Logistical support procedures in the different corps areas with a view toward standardization.

(4) Impact of closing prestock points.

(5) Maintenance procedures and reports

(6) Problem areas.

b. Prepared and submitted requirements for non-standard light weight equipment for all airmobile operations.

c. Prepared and submitted plans for relocation of the Brigade Headquarters.

d. Initiated study concerning problems with the UH-1 and O-1 aircraft engines to determine why they are not reaching their expected engine life.

9) 100-1000000000000000
e. Initiated action to secure data for preparation of armament subsystem ASL's and PLL's.

f. Initiated action to relieve a current shortage of fuel tanks for the OV-10 aircraft by obtaining them from the Air Force.

F. Information.

1. An information officer was assigned to the Aviation Brigade on 21 March 66. His initial action was to survey the information capability within the Brigade. Each of the two group headquarters had an officer assigned as an information officer as an additional duty. The seven battalions also had part-time information officers. One group had an enlisted man assigned to information duties; the other group and the battalions had no information personnel assigned or designated.

2. TOE for Aviation groups and battalions do not include spaces for information personnel. However, the battalions were advised to submit TOE authorizing an information specialist (E-4) and a still photographer (E-4), and groups were urged to request authorization of an information officer (O-3) and a writer-photographer team. A TOE for the Brigade was submitted to Department of the Army, recommending an information officer (O-4), an information supervisor (E-7), a writer-photographer team and a clerk-typist (E-4) be authorized.

3. Although the Brigade Information Office had only limited operational capability, initial guidance was furnished to subordinate elements of the Brigade. In planning sessions with group information officers, the Brigade IO developed procedures for handling news releases. During April the first two issues of the periodic Brigade Information Bulletin were prepared and distributed. Addressed to commanders at all echelons and to their information officers, the bulletins discuss facets of the Brigade Information Program. The initial issue dealt with the public information program; the second covered command information and orientation.

4. Late in April the first Brigade Command Information Troop Topic, "Holidays and Ho Chi Minh", was published and distributed. Four general press releases and 40 hometown releases were prepared and distributed. In addition five releases originating in subordinate commands were completely rewritten and distributed, and seven other releases from 17th Group were edited and processed.

5. Throughout the period attempts were made to obtain qualified personnel for the Brigade Information Office. Due to the extreme shortage of information specialists in Vietnam the attempts were not successful. Consequently operational impetus rested with the groups and battalions, with the Brigade IO providing guidance and liaison between the Groups and higher headquarters.

G. Flight Standardization.

On 23 March 1966, a flight standardization officer was assigned. He commenced initial planning to establish an Aviation Brigade standardization program and established liaison with the Army Aviation School to obtain necessary documents and advice to supplement the program. The last week in April a decision was made by USARV to establish the standardization program at that level. The Brigade Flight Standardization Officer was selected as a member of an ad hoc committee at USARV to draft the USARV program. The program was still under study at the close of the period.

H. Aviation Safety

1. The aviation safety section of the Brigade Headquarters was formed on 7 March 1966 with the assignment of two officers to the section. The remainder of the period was spent making staff visits to subordinate units in the field to determine problems related to aviation safety.

2. Close liaison was also established with USARV Aviation Safety office and 12th Aviation Group safety to insure that the Brigade safety section did transition into the functions formerly exercised by 12th Aviation Group.

3. Accident notification procedures were established and became functional on 1 April 1966.

4. Major problems encountered in all units visited were related to shortages of air crew protective equipment. The following items are in critical short supply.

- (a) Protective body armor.
- (b) Flying gloves.
- (c) Sun Glasses.
- (d) Flight Helmets (some sizes).

5. There is also a large demand for a small adequate personal survival kit that could be carried on the individual crewman on all flights.

6. Action has been initiated to obtain the protective equipment but a target date for arrival of these items in country is not firm. USARV is taking action to obtain prototype sets of personal survival kits manufactured by Aero-Jet Corporation in sufficient quantities to run a feasibility study in country this summer.

I. Signal.

1. The signal section of the Aviation Brigade began operations on 1 April 1966 with the assignment of one officer and one EM. A second officer was assigned on 2 April and the third officer arrived 12 April. A communication NCO was assigned on 20 April and fourteen additional EM arrived during the period 20-30 April bringing the section up to full strength

17th AVIATION GROUP
COMMUNICATIONS SECTION

except for switchboard operators.

2. The primary effort during the period 1-30 April was directed toward organization of equipment and personnel. Circuits and frequencies were requested for use with the two aviation groups.

3. The draft TCE was also revised during the report period and recommended changes were submitted for equipment authorization. All items were placed on requisition with USARV Form 47 for equipment in excess of authorized allowances.

4. The following equipment was obtained during the period,

- (a) 3 ea AN/PRC-95 radio sets
- (b) 2 ea AN/VRC-46 radio sets
- (c) 1 ea AN/ASC-29 Teletype Terminal complete with generators and 2½ ton truck.
- (d) 2 ea HRT-2A Radio Beacons
- (e) 7 ea Tridea Radio Beacons
- (f) 2 ea 28V power supplies
- (g) 1 ea AN/PRC-25 radio set

All of the above equipment was acquired from various units within Vietnam on a hand receipt or a temporary loan basis, until equipment could be provided on a permanent basis through supply channels.

5. The following communications were established during the period:

- (a) Landline, sole user teletype circuit to 17th Aviation Group.
- (b) Landline, sole user teletype circuit to 12th Aviation Group.
- (c) Radio teletype/voice to both the 17th Group and the 12th Group.
- (d) Brigade Command Net, FM.

6. Action was initiated to develop a secure area for teletype operations so that security equipment could be obtained for handling classified

100 GENERAL INFORMATION

will be reassigned to the 17th Aviation Group for area aviation medical support in I Corps.

(f) Development of a complete, current list of all in-country aviation medical personnel with assignment and DEDCOS dates for planning and assignment purposes. The list has been forwarded to USARPAC and DA to assist personnel assignment planning.

(g) Development of a wound evaluation and analysis program to provide for the collection of specific data for the human engineering design of protective body armor. A regulation and a reporting form are being published.

(h) Establishment of a procedure for the reporting of specific areas of aeromedical significance within the command health report of the medical detachment in direct support of aviation units. (A "care of the flyer program")

(i) Programmed reorganization of all aviation medical support by establishing relatively permanent flight dispensaries at all major air-fields under the battalion surgeons section with cellular units for built-in flexibility for operational coverage.

(j) Completed staff study and staff action on the reassignment of the 85th Med Det CM from the 765th GS Maint Battalion to the 222nd Aviation Battalion.

(k) Recommended items of personal equipment for aviation personnel-survival kits, survival vests with composite items of RT-10 radios, signal mirror, pen-lite flare guns, strobe signal light and other existing items within the Air Force inventory.

(l) Prepared monthly articles for the USARV aviation safety magazine.

(m) Continued surveillance of airmobile assault operations.

(n) Collected dust samples from helipad operational areas throughout Vietnam for submission to DA for analysis of health hazard resulting from dust exposure by rotary wing aviation personnel.

(o) Received and evaluated all flight physical examinations and submitted them to higher headquarters. The clinical care and support of Brigade Headquarters personnel and aeromedical consultation to all subordinate units on request.

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(p) Continued liaison with all other medical commands in terms of in-country hospital facilities and their role and support of the aero-medical consultation chain.

(q) Guest lectures and panel discussions for Quarterly Aviation Safety Conferences.

(r) Served on warrant officer selection board.

Section II

A. Commander's Recommendations

1. Future organizations of this size should not be organized provisionally within available personnel and equipment assets. When provisional activation is required, the activation order should provide authority to requisition personnel and equipment against a proposed TOE or TD, or activation should not be accomplished until a TOE or TD has been approved.

2. Operational control of subordinate units should be included in command and operational commitments should be accomplished by direct support, general support or temporary attachment on a mission basis. Command less operational control is a particularly awkward means of exercising command for the commander and confusing to the subordinate commander in responding to the desires of more than one commander.

3. Staff officers selected for the Brigade headquarters should be selected from the field four to seven months after arrival in-country. This procedure serves two purposes: the headquarters benefits from the experience of the officer in the field; and the individual benefits by a change of jobs and environment during a particularly arduous tour in a combat zone.

B. Lessons Learned

Mounts for Helicopter Door Guns

Item: Current door gun mounts are unsatisfactory.

Discussion: Current mounts for helicopter door guns are all mounted externally. As a result the aircraft capabilities suffer from loss of speed and efficiency, and engine life is decreased through constant application of additional power to attain required airspeeds.

Observation: All personnel, in helicopter units in the field, should be made aware of this shortcoming and encouraged to develop a mount which can be secured internally and from which the machine gun fired with only the barrel protruding from the aircraft. Troop exit and entry requirements must be considered in the placement and type of mount developed.

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Aircraft Accidents

Item: Aircraft accident rates in Vietnam are excessive.

Discussion: It is recognized that some accidents will occur so long as aircraft are flown, especially in combat where battle damage may result in subsequent accidents or diversion of the pilot's attention results from hostile action. Experience has shown however, that many of the accidents have occurred as a result of improper supervision and lack of command attention to sound, proven flying practices.

Observation: Aviation commanders at all levels must devote additional attention to actions of subordinates leading to unsafe or careless flying practices and consider recommending or convening flight evaluation boards for aviators who have repeatedly failed to exercise sound judgement. ✓

FOR THE COMMANDER:

6 Incl
as

JOHN B. STOCKTON
Colonel, Armor
Deputy Commander

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AVC-DN (15 May 66)

1st Ind

SUBJECT: Operational Report of Lessons Learned for 3d Quarter
FY 1966 (RCS CSGPO-28 (R1))

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO US Forces 96307 13 JUN 1966

THRU: Commander in Chief, United States Army, Pacific, ATTN: GPOP-MH,
APO US Forces 96558

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

1. The Operational Report on Lessons Learned submitted by the 1st Aviation Brigade reflects thorough research and preparation. The value of the report is increased by the information shown in the inclosures.

2. Reference paragraph 1, Section II A: This headquarters understood that assets would have to be furnished from other units if the Aviation Brigade was to be activated during the 3d Quarter, FY 66. The decision was based on the initial availability of a minimum staffing and equipping for the brigade.

3. Reference paragraph 2, Section II A: The command and operational command structure between this headquarters, Headquarters MACV, and subordinate units, dictates the requirement for placing selected aviation units under operational control of other organizations.

4. Concur with paragraph 3, Section II A.

5. Reference Section II B:

a. This headquarters is presently staffing a letter in which recommendations are proposed to USAMC that further study and development be directed toward reducing the weight and improving the aerodynamic characteristics of all weapon mounts used in Vietnam.

b. The USARV Aviation Safety Division during this quarter started publication of a weekly aviation accident summary and a monthly aviation pamphlet. Both are designed to direct supervisory attention to the aircraft accident situation and present possible causes and cures. Command supervision continues to be the central theme of Aviation Safety conferences and meetings.

6. A copy of this indorsement is provided the Aviation Brigade.

FOR THE COMMANDER:

James R. Perry

JAMES R. PERRY
Major, AAC
Adjutant General

6 Incl
nc

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GPOP-MH (15 May 66)

2d Ind (U)

SUBJECT: Operational Report of Lessons Learned for 3rd Quarter FY 1966
(RCS CSGPO-28 (R1)) (U)

HEADQUARTERS, UNITED STATES ARMY, PACIFIC, APO San Francisco 96558 14 Jun 1966

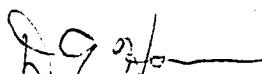
TO: Assistant Chief of Staff for Force Development, Department of the Army,
Washington D.C. 20310

1. The Operational Report on Lessons Learned of the U.S. Army
Aviation Brigade (Provisional) for the period 14 February - 30 April 1966
is forwarded herewith.

2. The brigade's ORLL reflects thoughtful preparation, and its
value is considerably enhanced by the attachment of supporting documents.

3. This headquarters concurs in principle with the basic ORLL and
with the USARV 1st Indorsement.

FOR THE COMMANDER IN CHIEF:



6 Incl
nc

D. A. HARRISON
Capt, AGC
Asst AG

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HEADQUARTERS
UNITED STATES ARMY VIETNAM
APO San Francisco 96307

GENERAL ORDERS
NUMBER 1313

26 February 1966

1. TC 002. Following unit ORGANIZED.

AVIATION BRIGADE (PROVISIONAL)

Asg to: United States Army Vietnam

Eff date: 1 March 1966

Auth str: OFF WO ENL AGG
30 1 83 114

Equip: Equip rqr WB obtained from local resources.

Pers: WB assigned as resources become available.

Files/rec: IAW AR 345-210 or AR 345-215 as applicable.

MR: IAW AR 335-60

Man: To provide command, staff planning, control and administrative supervision of two aviation groups.

Auth: VOCG

Fund oblig: NA

Sp instr: NA

FOR THE COMMANDER:

OFFICIAL:

RICHARD J. SEITZ
Brigadier General, US Army
Chief of Staff

s/C.P. Moore
t/C.P. MOORE
Capt, AGC
Asst Adjutant

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Major, Infantry
S-3

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STATION LIST

<u>UNIT</u>	<u>LOCATION</u>	<u>APO</u>
<u>Aviation Brigade (Prov)</u>	Saigon	96307
125th Air Traffic Control Co	Tan Son Nhut	96307
<u>12th Aviation Group</u>	Tan Son Nhut	96307
120th Aviation Company (AML)	Tan Son Nhut	96307
98th Transportation Detachment	Tan Son Nhut	96307
129th Medical Detachment	Tan Son Nhut	96307
<u>11th Aviation Battalion</u>	Phu Loi	96289
116th Aviation Company (AML)	Phu Loi	96289
283rd Signal Detachment	Phu Loi	96289
392nd Transportation Detachment	Phu Loi	96289
431st Medical Detachment	Phu Loi	96289
128th Aviation Company (AML)	Phu Loi	96289
285th Signal Detachment	Phu Loi	96289
393rd Transportation Detachment	Phu Loi	96289
432nd Medical Detachment	Phu Loi	96289
147th Aviation Company (MH)	Vung Tau	96291
171st Transportation Detachment	Vung Tau	96291
772nd Medical Detachment	Vung Tau	96291
162nd Aviation Company (AML)	Phuoc Vinh	96289
407th Transportation Detachment	Phuoc Vinh	96289
450th Signal Detachment	Phuoc Vinh	96289
758th Medical Detachment	Phuoc Vinh	96289
173rd Aviation Company (AML)	Lai Khe	96227
408th Transportation Detachment	Lai Khe	96227
451st Signal Detachment	Lai Khe	96227
759th Medical Detachment	Lai Khe	96227
178th Aviation Company (MH)	Phu Loi	96289
400th Transportation Detachment	Phu Loi	96289
<u>13th Aviation Battalion</u>	Can Tho	96215
5th Quartermaster Detachment	Soc Trang	96296
13th Security Platoon	Can Tho	96215
53rd Quartermaster Detachment	Can Tho	96215
62nd Quartermaster Detachment	Vinh Long	96357
69th Infantry Detachment (RADAR)	Soc Trang	96296
78th Artillery Detachment (RADAR)	Soc Trang	96296

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<u>UNIT</u>	<u>LOCATION</u>	<u>APO</u>
20th Aviation Detachment (ASTA)	Phu Bai	96308
92nd Aviation Company (CV-2)	Qui Nhon	96238
51st Transportation Detachment	Qui Nhon	96238
220th Aviation Company (O-1)	Phu Bai	96308
231st Signal Detachment	Phu Bai	96308
<u>52nd Aviation Battalion</u>	Pleiku	96318
19th Quartermaster Detachment	Pleiku	96318
24th Quartermaster Detachment	Pleiku	96318
52nd Quartermaster Detachment	Ban Me Thuot	96297
52nd Security Platoon	Pleiku	96318
68th Infantry Detachment (RADAR)	Pleiku	96318
77th Artillery Detachment (RADAR)	Pleiku	96318
119th Aviation Company (AML)	Pleiku	96318
70th Signal Detachment	Pleiku	96318
94th Medical Detachment	Pleiku	96318
545th Transportation Detachment	Pleiku	96318
155th Aviation Company (AML)	Ban Me Thuot	96297
8th Medical Detachment	Ban Me Thuot	96297
165th Transportation Detachment	Ban Me Thuot	96297
208th Signal Detachment	Ban Me Thuot	96297
161st Aviation Company (AML)	Phu Tai	96238
406th Transportation Detachment	Phu Tai	96238
449th Signal Detachment	Phu Tai	96238
756th Medical Detachment	Phu Tai	96238
170th Aviation Company (AML)	Pleiku	96318
405th Transportation Detachment	Pleiku	96318
448th Signal Detachment	Pleiku	96318
755th Medical Detachment	Pleiku	96318
172nd Aviation Company, 2nd Platoon		
Section 1	Pleiku	96318
Section 2	Da Nang	96337
174th Aviation Company (AML)	Phu Tai	96238
409th Transportation Detachment	Phu Tai	96238
452nd Signal Detachment	Phu Tai	96238
770th Medical Detachment	Phu Tai	96238
219th Aviation Company (O-1)	Pleiku	96318
203rd Signal Detachment	Pleiku	96318

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<u>UNIT</u>	<u>LOCATION</u>	<u>AFQ</u>
57th Aviation Company (CV-2)	Vung Tau	96291
138th Transportation Detachment	Vung Tau	96291
61st Aviation Company (CV-2)	Vung Tau	96291
326th Transportation Detachment	Vung Tau	96291
73rd Aviation Company (OV-1)	Vung Tau	96291
134th Aviation Company (CV-2)	Can Tho	96212
200th Transportation Detachment	Can Tho	70412
<u>17th Aviation Group</u>	Nha Trang	96240
10th Aviation Battalion	Dong Ba Thin	96312
22nd Quartermaster Detachment	Dong Ba Thin	96312
48th Aviation Company (AML)	Phan Rang	96321
286th Medical Detachment	Phan Rang	96321
390th Transportation Detachment	Phan Rang	96321
117th Aviation Company (AML)	Dong Ba Thin	96312
130th Medical Detachment	Dong Ba Thin	96312
140th Transportation Detachment	Dong Ba Thin	96312
256th Signal Detachment	Dong Ba Thin	96312
129th Aviation Company (AML)	Dong Ba Thin	96312
296th Signal Detachment	Dong Ba Thin	96312
394th Transportation Detachment	Dong Ba Thin	96312
433rd Medical Detachment	Dong Ba Thin	96312
135th Aviation Company (CV-2)	Dong Ba Thin	96312
258th Transportation Detachment	Dong Ba Thin	96312
171st Aviation Company, 2nd Platoon		
Section 1	Nha Trang	96240
Section 2	Bien Hoa	96227
<u>14th Aviation Battalion</u>	Nha Trang	96240
14th Security Platoon	Nha Trang	96240
87th Quartermaster Detachment	Nha Trang	96240
I Corps Aviation Company (Prov)	Da Nang	96337
18th Aviation Company (U-1)	Nha Trang	96240
256th Transportation Detachment	Nha Trang	96240

UNIT LOCATION AND APO

<u>UNIT</u>	<u>LOCATION</u>	<u>APO</u>
101st Aviation Battalion, Company A (AML)	Soc Trang	96296
41st Medical Detachment	Soc Trang	96296
167th Transportation Detachment	Soc Trang	96296
277th Signal Detachment	Soc Trang	96296
114th Aviation Company (AML)	Vinh Long	96357
83rd Medical Detachment	Vinh Long	96357
96th Signal Detachment	Vinh Long	96357
544th Transportation Detachment	Vinh Long	96357
121st Aviation Company (AML)	Soc Trang	96296
80th Transportation Detachment	Soc Trang	96296
257th Signal Detachment	Soc Trang	96296
221st Aviation Company (O-1)	Soc Trang	96296
325th Signal Detachment	Soc Trang	96296
502nd Aviation Battalion, Company A (AML)	Vinh Long	96357
28th Signal Detachment	Vinh Long	96357
150th Transportation Detachment	Vinh Long	96357
145th Aviation Battalion	Bien Hoa	96227
67th Infantry Detachment (RADAR)	Bien Hoa	96227
76th Artillery Detachment (RADAR)	Bien Hoa	96227
145th Security Platoon	Bien Hoa	96227
774th Medical Detachment	Bien Hoa	96227
68th Aviation Company (AML)	Vung Tau	96291
282nd Signal Detachment	Vung Tau	96291
391st Transportation Detachment	Vung Tau	96291
430th Medical Detachment	Vung Tau	96291
74th Aviation Company (O-1)	Phu Loi	96289
320th Signal Detachment	Phu Loi	96289
563rd Transportation Detachment	Phu Loi	96289
118th Aviation Company (AML)	Bien Hoa	96227
93rd Medical Detachment	Bien Hoa	96227
198th Signal Detachment	Bien Hoa	96227
573rd Transportation Detachment	Bien Hoa	96227
197th Aviation Company (AML)	Bien Hoa	96227
571st Transportation Detachment	Bien Hoa	96227
501st Aviation Battalion, Company A (AML)	Bien Hoa	96227
94th Signal Detachment	Bien Hoa	96227
151st Transportation Detachment	Bien Hoa	96227
<u>Aviation Battalion (Fixed-Wing) (Prov)</u>	Vung Tau	96291
54th Aviation Company (U-1)	Vung Tau	96291
255th Transportation Detachment	Vung Tau	96291

UNIT LOCATION AND APO

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HEADQUARTERS
UNITED STATES ARMY VIETNAM
APO San Francisco 96307

GENERAL ORDERS
NUMBER 1690

15 March 1966

SECTION I

1. TC 382. Following area NAMED.

Former name: NA
New Name: Pershing Field Installation (Temporary)
Location: The immediate area upon which the USARV Transient Stockade is located.
Effective date: VOCG (1 Mar 66) Confirmed
Authority: AR 210-10
Sp instr: Commanding Officer, 89th Military Police Group, APO 96307 is designated Commander of Pershing Field Installation.

SECTION III

2. TC 370. Following orders ALIENDED.

SMO: Para 1, TC 002, GO 1313, this HQ, CS
Pert to: Organization of Aviation Brigade (Provisional)
As reads: Msn: To provide command, staff planning, control and administrative supervision of two aviation groups.
IATR: Msn: To provide command, staff planning and administrative supervision of two aviation groups.

FOR THE COMMANDER:

OFFICIAL:

RICHARD J. SEITZ
Frigadier General, US Army
Chief of Staff

s/Henry R. Griffin
t/HENRY R. GRIFFIN
Lt Colonel, AGC
Asst Adjutant General

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William R. Mathes
WILLIAM R. MATHES
Major, Infantry
S-3

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DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY VIETNAM
APO US Forces 96307

AVC-P

25 March 1966

SUBJECT: Letter of Instructions, US Army Aviation Brigade Vietnam
(Provisional) (U)

TO: Commanding General
US Army Aviation Brigade, Vietnam (Prov)
APO US Forces 96307

1. (C) PURPOSE: To establish responsibilities, command relationships, provide guidance and prescribe terms of reference applicable to operations and functions of the US Army Aviation Brigade, Republic of Vietnam.

2. (C) OBJECTIVE: To provide effective command, and efficient utilization of Army Aviation Groups in support of counterinsurgency operations in the Republic of Vietnam.

3. (C) MISSION: To provide command less operational control, staff planning and administrative supervision of two aviation groups and provide aviation support, as directed, to US, ARVN, and other Free World Military Assistance Forces for the conduct of combat, logistical or other counterinsurgency operations throughout the Republic of Vietnam.

4. (C) FUNCTIONS:

a. Exercise command of all assigned Aviation Groups, and separate units assigned or attached to the Brigade, less that operational control specifically withheld by COMUSMACV or CG, USARV.

b. Provide as required or directed, from assigned or attached resources, aircraft to support airmobile assault, aerial battlefield surveillance, aerial fire support, search and rescue, air transportation and other related Army Aviation missions.

c. Provide air transportation to HQs USMACV and HQs USARV when directed.

d. Plan, implement, and coordinate security and administrative measures for assigned and attached units.

GROUP - 4
Downgraded at 3 year intervals;
Declassified after 12 years.

Annex 3

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AVC-P

SUBJECT: Letter of Instructions, US Army Aviation Brigade Vietnam
(Provisional) (U)

e. Provide administrative services and personnel records keeping for personnel organic to Brigade Headquarters. Collect, analyze, and report aviation statistical data. Prepare and submit recurring aviation reports as directed. Monitor crew and noncrew flight pay status. Exercise court martial jurisdiction, and review of Article 15 action, over assigned Groups and other assigned or attached units, as appropriate.

f. Evaluate and disseminate to appropriate units and agencies lessons learned by the Aviation Brigade, and assigned or attached units, as a result of counterinsurgency operations, to include techniques of employment, doctrine changes, tactics and equipment used.

g. Operate a Brigade flight safety and standardization program.

h. Plan and prepare for changes in aviation units and aircraft within the Brigade in accordance with USARV master plan for distribution of aviation assets.

i. Plan for contingency employment of the aviation units in the Brigade to include alternate command posts, unit locations, aviation staffs, and equipment required for operations.

j. Provide timely information, estimates and recommendations to CG, USARV on Army Aviation studies and analyses.

k. Determine requirements for resources for the Aviation Brigade to include manpower, facilities, equipment and time phasing.

l. Conduct tests and make recommendations on research and development matters as pertains to aviation within the Brigade.

m. Plan and conduct inspections of personnel, material, and training of subordinate units to determine and evaluate unit readiness condition.

5. (C) CONCEPT OF OPERATIONS:

a. Aviation Groups with the Aviation Brigade, and separate assigned or attached aviation units, will be employed in accordance with established doctrine of decentralized control to the lowest level that will provide the ground commander with intimate and responsive support. The Brigade Headquarters will provide the necessary centralized command, staff planning, administrative management supervision.

GROUP - 4
Downgraded at 3 year intervals; 2
Declassified after 12 years.

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AVC-P

SUBJECT: Letter of Instructions, US Army Aviation Brigade Vietnam
(Provisional) (U)

b. Appropriate logistical support, air items issue, and aircraft maintenance and supply support will be provided by 34th General Support Group (Aircraft Maintenance and Supply) (AMAS). Signal, Medical, Engineer and other appropriate technical services will be provided by elements assigned or attached to HQs USAVB.

6. (C) COMMAND RELATIONSHIPS:

a. The Army Aviation Brigade will operate and function as a major subordinate unit under the command of CG, USARV.

b. The Army Aviation Brigade Commander will also function as the USARV Aviation Officer and he will operate under the direct supervision of the Chief of Staff, USARV.

c. All official correspondence with higher headquarters will be routed to HQs USARV.

7. (C) COORDINATION:

a. Liaison with MACV on aviation matters will be the responsibility of HQs USARV.

b. Direct coordination as appropriate and required is authorized with US Forces, agencies and activities subordinate to this headquarters to accomplish missions.

8. (U) REPORTS:

a. Significant Actions Report, to include progress in assuming and accomplishing missions and functions, major problem areas and recommendations, will be submitted to reach this headquarters, ATTN: AAVB each Monday beginning 1 March 1966.

b. Other reports as directed by this and higher headquarters.

9. (U) SUPERSESSIONS: Letter, this headquarters, subject: Letter of Instructions to Commanding General, US Army Aviation Brigade (Provisional), dated 10 February 1966 is rescinded.

GROUP - 4

Downgraded at 3 year intervals; 3
Declassified after 12 years

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AVC-P

SUBJECT: Letter of Instructions, US Army Aviation Brigade Vietnam
(Provisional) (U)

FOR THE COMMANDER:

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2 - CO 17th Avn Gp
2 - CO 34th Gen Spt Gp (AM2S)
2 - G1
5 - G3
5 - G4
15 - Avn Off (10 Avn Bdes)
2 - MACV

A TRUE COPY:

William R. Mathes
WILLIAM R. MATHERS
Major, Inf
S-3

GROUP - 4
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DEPARTMENT OF THE ARMY
HEADQUARTERS, USA AVIATION BRIGADE (PROVISIONAL)
APO US Forces 96307

AVBD

7 March 1966

COMMANDER'S NOTES
NUMBER 1

1. This is the first in a series of Commander's Notes which I will publish from time to time as a means of getting "the word" and current thinking to all concerned. Paragraphs 2 and 3 contain matters discussed and guidance presented at the Commander's Conference held this date.

2. POLICY

a. Flying Standardization. A flying standardization section will be organized in Brigade Headquarters ASAP. Mission: To standardize techniques and procedures used by subordinate command flying standardization sections, and to spot check battalion standardization IP's and individual aviators for correct techniques and procedures. Flying standardization sections at group and battalion level are desired.

b. Aircraft Maintenance Standardization. Aircraft maintenance techniques and procedures throughout this command should be standardized, wherever practicable, in much the same fashion as flying standardization. Commanding Officer, 34th Group (AM&S) will be requested to undertake this project, to include the use of spot check teams. As a matter of priority, initially, reports of spot checks will not be distributed to headquarters higher than battalion, and in all instances they will first be discussed between the senior officer from the spot check team and the company commander concerned.

c. Training. For the time being, training emphasis throughout the Brigade will be accorded to the qualification of aviators newly arrived in-country for combat operations, and to the readiness of up to battalion size aviation units to undertake night air assault missions in conjunction with support of US Army ground forces. This headquarters will publish a tactics and techniques SOP covering these and other subjects as a first priority task. In the meantime all commanders must give continuing command emphasis to the above two training requirements.

One objective of this program is to standardize flying tactics and operational techniques throughout the brigade to the extent that such standardization improves overall mission capability.

d. Crew Protective Armor. We must look into this subject carefully and thoroughly and again, standardize requirements. Items of crew protective armor must be requisitioned at the unit level. Recent correspondence to the field from USARV headquarters addresses the subject.

26

Annex 4

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e. Statistics. It is imperative that sound, meaningful and accurate statistics be maintained at all command echelons within the Brigade. In discussions at theater level, particularly when there are inter-service considerations involved, the ONLY way that I can present valid positions is through the presentation of facts born from accurate statistics. The Data Center of the USARV Aviation Office is available, in this regard, to assist any unit of the Brigade.

f. Use of Flight Surgeons and Chaplains. No commander at any echelon is sufficient unto himself. Among his most valuable advisors on the intangible side of individual behavior are the unit flight surgeon and chaplain. These two gentlemen can advise commanders properly only if they are in constant touch with the people in the unit and if they establish and maintain this contact by participating in all of the activities of the unit — combat, garrison and off-duty. We should have both a chaplain and a flight surgeon on every battalion staff and, insofar as possible, attached to companies which are not co-located with battalion headquarters.

3. DISCUSSION AND GUIDANCE

a. Autorotations. I encourage the practice of touch-down autorotations, emphasizing the zero-forward-airspeed technique, under properly controlled conditions for all helicopter aviators in this command. This places an especially heavy responsibility on the unit IP. Commanders must make sure that their IP's are up to the task before implementing touchdown autorotation training programs. A recent USARV TWX lays down the prerequisites for such training, (IP aboard, selected areas, close contact, etc.) but I'd like to emphasize that these are not substitutes for common sense. IP's should not permit touch down with heavily loaded birds on hot days, in gusty cross wind conditions, on paved (where available) runways, etc. The IP's must use their heads!

b. Pathfinders. I want to get cracking on standardizing pathfinder techniques for night airmobile operations throughout the Brigade. If I can swing it, we will borrow a pathfinder team from the 1st Air Cav Division and send them on an instructional tour around our battalions as a first step.

c. Individual Flight Equipment. Stay abreast of shortages in this field — especially flying glasses, gloves, and helmets — and keep me advised.

d. Use of Aircraft. I want an informed report from Commanding Officers of the 12th and 17th Aviation Groups during the first week of April citing examples of misuse or waste of Brigade aircraft or crews during the month of March.

e. Tan Son Nhut Congestion. We are directed to prepare a long-range plan for relocating all, or most, US Army aviation activities now on Tan Son Nhut to some other location. Development of this plan is a function of the USARV Aviation Office.

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f. 125th ATC Company. I need a recommendation from the USARV Aviation Office as to the approach and terminal control functions which are or should be a responsibility of the 125th.

g. Survival Radios. I need to know the status of individual air crew survival radios. What types are we using? How many do we have? What types and how many should we have? Group CO's give me your views on this.

h. Personnel Rotation. This is going to be a problem of major proportion this summer, particularly in respect to aviators, crew chiefs and aircraft mechanics. Commanders at all echelons have got to stay abreast of the DEROS situation in their units to be sure that operational capability does not approach insufficiency due to personnel going home in droves. Swaps of officers and enlisted specialists should be encouraged between all units of the Brigade to alleviate the problem.

i. Organization of Medium Helicopter Companies. Why shouldn't a CH47 company be organized on a basis of 24 Hooks assigned?

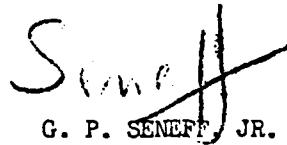
j. Bullet Detectors. We have 500 non-directional bullet detectors inbound. I want them put to good use throughout the Brigade, especially on gun Hueys.

k. VNAF Copilots. You should all be aware of the long-range value to our common cause in RVN of thoroughly indoctrinating VNAF pilots in airmobile tactics and techniques as practiced by the US Army. One way to get started on this is to use selected VNAF helicopter qualified pilots in our aircrews. Don't knock the idea until you've thought about it.

l. O-1 Aviation Unit Reports. Until further notice I want an informal monthly report on what the O-1 units have been doing and how they've been doing it and - most especially - what they're NOT doing which is within their capabilities. I'll look for the first such report from each group to be in my headquarters by the 10th of April.

m. Aircraft Revetting. Commanding Officer, 17th Aviation Group, please keep me advised on actions you have underway and any ideas you develop with respect to protecting both fixed and rotary wing aircraft from PAVN and VC mortar fire while they are parked at their home bases.

n. Decorations. I want to be sure that we are liberal on the subject of awarding BSMs and SSs, instead of AMs and DFCs, to our crew members when they perform heroically beyond the call of duty, in a combat situation.


G. P. SENEFF, JR.
Brigadier General
Commanding

3

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DEPARTMENT OF THE ARMY
HEADQUARTERS, USA AVIATION BRIGADE (PROVISIONAL)
APO US Forces 96307

AVBD

18 April 1966

COMMANDER'S NOTES
NUMBER 2

1. GENERAL: Topics covered in these notes have been selected somewhat at random, but are considered pertinent to current needs and operations of the command. They are a resume' of the items covered at the 8 April Commanders Conference.

2. TACTICS AND TECHNIQUES: All other combat branches of the Army have firm tactical doctrine. Liaison, communications, operational planning, support procedures and tactics have been developed over a long period of time and are accepted as standard throughout the military. It is apparent that we in Army Aviation must develop and implement standard tactics, techniques and operational procedures to enable the ground commanders to obtain optimum, consistent aviation support. To this end my staff is publishing Tactics and Techniques SOP. Basic doctrine will be along the principles which were developed, refined and proven over the years of air assault testing, and which have proven so successful in the 1st Air Cavalry Division. Comments from the field will be solicited when the draft manual is completed.

3. FORMATION FLYING: I am not at all satisfied with the formation flying I have observed to date. You are generally flying too close together laterally, and too strung out longitudinally. The principles of sound formation flight have been reviewed with appropriate commanders, and will be covered in detail in our forthcoming SOP. I would like to see an early effort to update our formation procedures along the lines I have described. To review the bidding, the purposes of formation flight are: Control; Ease of escort; To place the maximum number of troops on the ground, in a given area, in fighting formations; And to decrease the amount of time it takes to get several aircraft from point A to point B.

4. CONTROL OF GUNSHIPS: There have been far too many instances reported of indiscriminate firing of our gun birds which have resulted in needless friendly casualties. While I realize that the gun platoons are doing a magnificent job, I also insist that we excercise better judgement and control to insure we kill only what we know we need to kill and not what we think should be killed or fired at. I expect commanders down the line to give this matter their immediate and personal attention.

5. AVIATOR SHORTAGE: The current shortage of aviators should be common knowledge to all of you by now. As it stands, each of our young aviators has a very high probability of spending only one year out of country after completion of his current tour, then reassignment back here. I would like to encourage our people to consider what advantages they might derive by extending for six months or a year, with thirty day breaks in the duty tour to visit the family.

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Line 15

29

OR OFFICER HAD SHIP

6. REQUESTS FOR ORDERS: Unit requests for gunner, crew, non-crew, IP and standardization pilot orders have been subject to delays, and processed with errors and inaccuracies included. For the most part the major problems have been ironed out; however, it is still necessary to insure that the validity of these requests is verified at each level of command, and that delays in forwarding such requests are avoided. Note: Flight status is authorized for crew chiefs of float aircraft.

7. AIRCRAFT ACCIDENTS: The current rate at which we are breaking up our birds is appalling. The accident rate for March was the highest yet experienced. While I know that aircraft accidents are inevitable, I also know that many of these accidents could have been prevented. For example, let's look at just a few:

Aircraft Struck Object:	18
Aircraft Struck Parked Aircraft:	6
Hard Landing:	4
Lost RPM:	5 (10 in 2 months)
Meshed Blades:	2
Rotor Wash Caused Blades to Flex Into A/C:	2

"Head up and locked" accidents have got to go! Use of the UH-1 "Go-No-Go" Formula will prevent many of our RPM loss accidents. (See USARV Regulation 385-30). Object and aircraft strikes can be prevented by use of guides, hover lanes, etc. I am charging commanders at all levels with the responsibility for exerting more control and supervision over the activities of our aviators. Complacency or carelessness will not be condoned! I expect a collateral investigation to be conducted in all cases where it is apparent to the commander concerned that violation or disregard of procedures and regulations or carelessness has occurred.

8. IMPRESSION OF AVIATION UNITS: We need to "buck up" our image in the eyes of others. Although Army aviation is making a big name for itself and the Army in general over here, we still have some distance to go in putting our house in order. Start with the individual, his appearance and soldierly attributes, and extend it throughout all of our activities. There are still skeptics who must be shown that we are soldiers as well as aviators and mechanics. Any bad impression or adverse publicity created by an aviation unit or individual is manifestly detrimental to all we are striving for. We must keep all of our actions and activities on the highest plane of excellence.

9. USAR COMMISSIONS: Letter, Headquarters, USARV, Subject: Delegation of Authority to Appoint Reserve Second Lieutenants with Concurrent Active Duty, dated 21 March 1966, outlines procedures to be followed by warrant officers and eligible enlisted men in grades E5-E9 in applying for commissions. We should encourage all of our eligible, outstanding warrants and enlisted personnel to take advantage of this program.

10. REPORTS: A Letter of Instructions will soon be published by this headquarters. Included will be a paragraph on reports and reporting procedures. In the interim I would like to point out that our routine USARV administrative and operational reports will be handled direct between groups and USARV, with

this headquarters receiving information copies of all reports. Downed aircraft reports should be called to this headquarters, as should reports of serious incidents. In general, we need to do much better on getting the volume of reports in on time, particularly downed/lost/missing aircraft reports and crash facts messages.

11. EQUIPMENT: All are encouraged to review the items of unit equipment authorized and on hand but not used, excesses, etc, with an eye toward requesting turn-in of all that is not mission essential. USARV G-4 will process turn-in requests. By the same token we should look at our equipment status, across the board, to determine if it is possible to laterally transfer certain critical items within or between commands to give everyone an equal operating capability.

12. INFORMATION PROGRAM: Although there is an Information Bulletin in publication explaining our information program, I would like to emphasize the need to record and submit for publication, or radio broadcast, all newsworthy items concerning our personnel and units. Our people are doing a tremendous job and deserve recognition for the job they are doing. My Information Officer should be contacted for any assistance or advice you require to get your stories into the news stream.

13. MAINTENANCE: It has recently become apparent that sufficient time and effort is not being devoted to the maintenance of all items of unit equipment. We must initiate and pursue effective preventive maintenance programs if we are to have reliable equipment on hand to enable mission accomplishment. This matter will be a primary item of interest during staff visits and inspections.

14. STAFF RELATIONSHIPS: Excessive working and response time can be lost in any command when each action is requested or directed in writing. Further, the written word is easily subject to misinterpretation. As a matter of policy I would like to do away with as much paperwork as possible. To this end I desire maximum use of voice communications, and to point out that my staff speaks for me. Any instructions issued by my staff are in my name, and I expect positive results with minimum delay. By the same token you may expect positive response to your requests for actions or assistance from my staff. Any violation of this policy should be brought to my attention for corrective action.

15. EFFICIENCY REPORTS: Accurate rating and indorsing of our officers is of vital concern to me. History indicates we have done unintentional damage to fellow aviators by not keeping pace with the rest of the Army as far as good reports for deserving individuals is concerned or submission of frank and descriptive reports where mediocre or poor performance has been the case. We must take the time and pains to counsel our officers prior to rating them and then accurately and completely describe the manner in which they performed assigned and additional duties. I expect good quality reports from each rater and indorser, well thought out, and equal to duty performance, whether good or bad.

[REDACTED]

16. CLUBS AND ASSOCIATIONS: Audits of our club activities have reflected very poor organization and operating procedures. In some cases clubs are operating without charter. All audits have contained record of uncorrected deficiencies from previous audits. We need to provide clubs and associations for our personnel in an effort to make free time as relaxing as possible, but we cannot afford to do it in a slipshod manner. Commanders have been requested to look into this matter and to make sure that our club operations are in good taste, legal and sound.

17. EXCHANGE OF STAFF OFFICERS: As possible, I would like to see a two to three day exchange of Battalion Executive Officers and S-3s. Purpose of this drill is to promote the exchange of ideas and afford each unit the opportunity to see how the other guy is doing the job.

18. ASSIGNMENT AND UTILIZATION OF AVIATORS: We are doing all possible to get non-rated officers assigned throughout the command to perform administrative and logistics duties. As it stands today we can allow 112 rated officers to assume flying duties through assignment of non-rated types to units and staff positions. We will also be receiving increased numbers of Lieutenant Colonels to take over existing staff slots. As a matter of policy, the following is announced: Battalion commanders will normally command for their full tour; Headquarters will be operated at 85% of authorized aviator strength; Units will be staffed at 90% of authorized aviator strength; and newly arrived aviators will spend the first half of their tour in combat units with the requirements for rear area flying assignments being met by pulling in people who have given good service for at least 6 months in combat units.

19. CIVIC ACTION PROGRAM: Brigade units are all involved in extremely large and worthwhile civic action programs and developments. We will do our utmost to obtain recognition for your efforts. Keep up the good work!

20. COMBAT STAR FOR CREW WINGS: The Commanding Officer of the 145th Aviation Battalion has developed a rather novel idea as concerns a combat star to be worn on our wings similar to the combat jump star on paratrooper wings. We are going to review the bidding on this and informally attempt to standardize criteria. Any comments from the command should be submitted to my S-1.

21. AIR MEDAL FLIGHT LOG CERTIFICATION: Control of award of the Air Medal to persons who are actually not entitled to it lies to some degree with those of us who are called upon to certify flight logs. Prior to such certification, regardless of missions or hours flown, it is imperative that the individuals provide some element of proof that they participated in aerial flight in a capacity other than as passenger, and that such participation reflected meritorious achievement in aerial flight.



G. P. SENEFF JR.
Brigadier General, USA
Commanding

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ROBERT B. ZION
Major, Inf
Asst S-3

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